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U.S. Department of Justice
National Institute of Corrections

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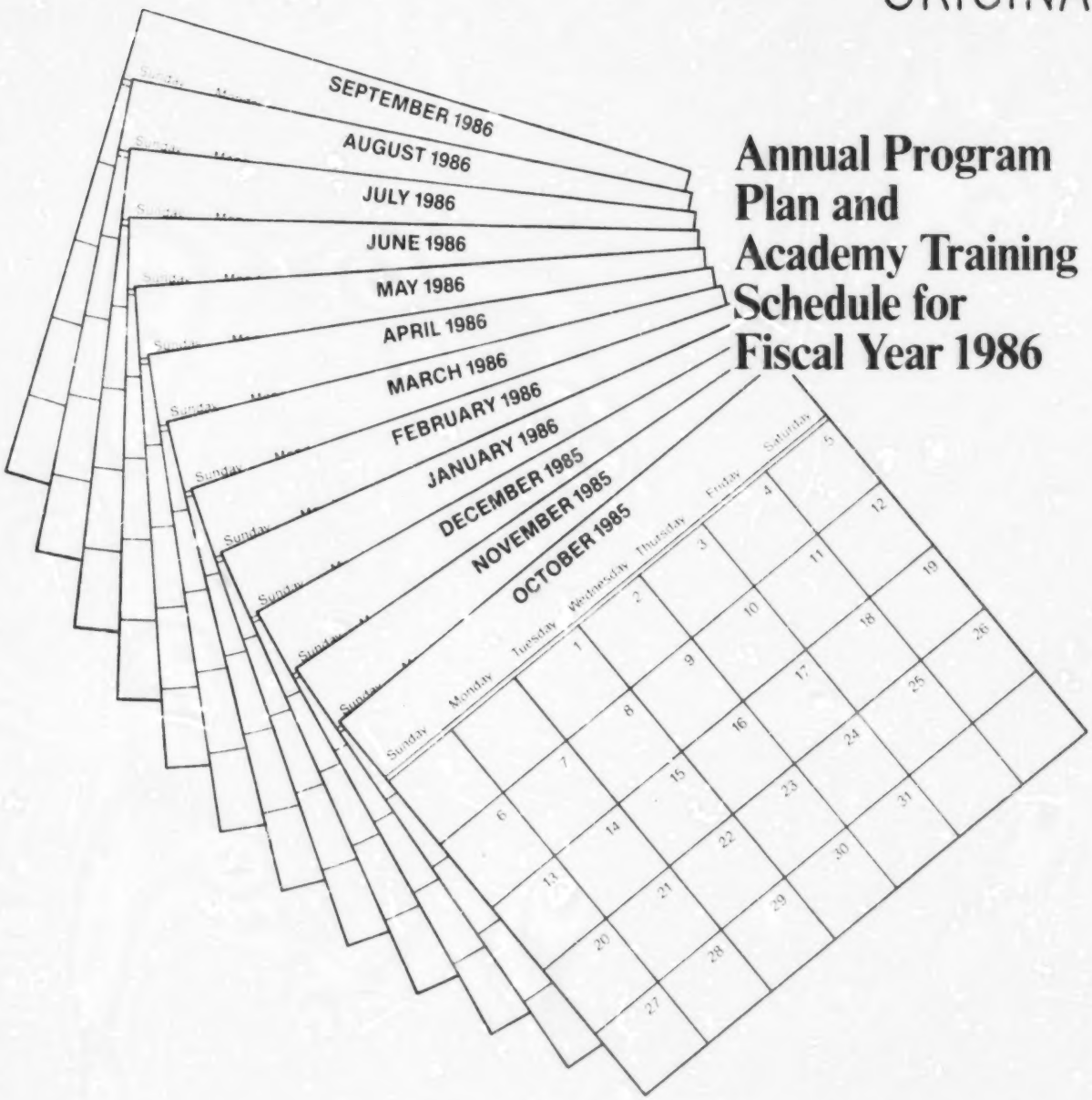

Annual Program Plan and Academy Training Schedule for Fiscal Year 1986

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National Institute of Corrections

The National Institute of Corrections is a national center of assistance to the field of corrections. The goal of the agency is to aid in the development of a more effective, humane, constitutional, safe, and just correctional system.

The National Institute of Corrections is both a direct-service and a funding agency serving the field of corrections. Its five legislatively mandated activities are: (1) training, (2) technical assistance, (3) research and evaluation, (4) policy and standards formulation and implementation, and (5) clearinghouse. The basic objective of the Institute's program is to strengthen corrections at all levels of government, but primarily at the state and local levels.

As established by the enabling legislation, the Institute's policy is determined by an active 16-member, non-partisan Advisory Board appointed by the Attorney General of the United States. The Board is composed of six federal officials serving ex-officio, five correctional practitioners, and five individuals from the private sector who have demonstrated an active interest in corrections. Through public hearings, the Advisory Board regularly solicits the opinions of correctional practitioners and others involved in the criminal justice process prior to targeting the Institute's fiscal year funds.

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National Institute of Corrections

Annual Program Plan and Academy Training Schedule for Fiscal Year 1986

July 1985

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Contents

FOREWORD v
SERVICES AND APPLICATION PROCEDURES 1
Grant Program 1
Application Procedures 1
Application Review Procedures 1
Technical Assistance Program 2
Request Procedures for Direct Technical Assistance 2
NIC Information Center Service 3
Information Request Procedures 3
Training Services 3
Facilities and Accommodations 3
Cost of Training 3
Application Procedures 3
JAILS DIVISION 4
Jail Area Resource Center Service 4
Technical Assistance Grants 5
Development of State Resources to Assist Jails 5
Planning of New Institutions 6
Jail and Prison Population Management 6
Coordination of a National Jail Suicide Prevention Information Network 6
PRISONS DIVISION 7
Technical Assistance Grants 7
Prison Industries Assistance 7
Prison Design and Construction 8
Jail and Prison Population Management 8
Study of the Impact of Technology in Prisons 8
COMMUNITY CORRECTIONS DIVISION 9
Technical Assistance Grants 9
Building Capacity of State Community Corrections Oversight Agencies 9
Knowledge Transfer in Community Corrections 10
The Impact of Sentencing on Community Corrections 11
Improving the Effectiveness of Community Corrections 11
Study of Executive Clemency 12
NATIONAL ACADEMY OF CORRECTIONS 12
Management Series 12
Correctional Management 13
Advanced Management 13
Managing the Organization 13
Influencing the External Environment 13
Legal Services in Corrections 14
Executive Seminars 14
Technology for the Future 14
Resource Management for the Future 14
Influencing the External Environment 14
Future Changing Labor Force 14
Management of Change 14
Futures for Chief Executive Officers 14
Leadership for Chief Executive Officers 14
Executive Work Group 14
Trainers Series 14
Training for Staff Trainers 14
Training Design and Development 14
Training Administration and Management 15

BEST COPY AVAILABLE

Emerging-Issue Series 15
Corrections: A Total Systems Perspective 15
Prison Crowding 15
Human Resource Management 15
Jails Series 15
"New Generation"/Direct-Supervision Jails 15
Jail Architectural Plan Review 15
Planning of New Institutions 15
How to Open a New Jail 16
Jail Crowding 16
Jail Classification 16
Mental Health in Jails 16
Jail Suicide Prevention 16
Jail Industries Management 16
Prisons Series 17
Prison Industries Management 17
Prison Security 17
Prison Classification 17
Contracting for Prison Services 17
Community Corrections Series 17
Knowledge Transfer — In/Out Decisionmaking 17
Knowledge Transfer — System Automation for Managers 17
Building Capacity of Community Corrections Oversight Agencies 18
Managing Community Corrections Sanctions 18
Outreach Program 18
Training for Trainers and Hand Off of Curriculums 18
Legal Issues for Institutional Personnel 18
Public and Media Relations 18
Correctional Supervision 19
Interpersonal Communications for Institutional Personnel 19
Interpersonal Communications for Community-Based Personnel 19
Working with Female Offenders 19
Working with Hispanic Offenders 19
Federal Bureau of Prisons Co-Sponsored Programs 19
BOP Specialty Skill Development 20
Basic Locksmithing 20
Introduction to Correctional Supervision 20
Advanced Correctional Supervision 20
Investigative Supervision 20
Introduction to Correctional Techniques 20
Hostage Negotiation 20
Food Service Management 21
BOP Development of Interagency Trainers 21
Self-Defense 21
Disturbance Control 21
Agency-Based Training and Assistance 21
Outreach Training Network 21
APPLICATION FORM
TRAINING SCHEDULE FOR FISCAL YEAR 1986

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Foreword

This document describes the National Institute of Corrections' program for fiscal year 1986, which begins October 1, 1985. In addition to announcing the direct services and grants available, it includes a complete listing of courses to be conducted at the National Academy of Corrections in the coming year. A separate Academy training schedule will not be issued as in past years.

The Institute's 1986 program has been formulated to respond to issues and concerns identified by the corrections field. Those familiar with the agency's work will notice a continuation of programs established earlier, in addition to new projects and training that respond to current concerns in the field.

In the coming fiscal year, the Institute's nationwide search for an efficient and cost-effective location for its Academy, Jail Center, and Information Center will be entering the final stages. We are enthusiastic about the level of interest expressed by states and localities throughout the United States to provide a permanent home for this complex.

As we approach the new fiscal year, we encourage all agencies to participate in our 1986 program. Through direct services such as training, technical assistance, and information dissemination, as well as our grant program, the National Institute of Corrections will continue to serve the needs of state and local correctional agencies.

Raymond C. Brown

Raymond C. Brown, Director
National Institute of Corrections
May 1, 1985

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This document is the National Institute of Corrections' program statement for fiscal year 1986, which begins October 1, 1985. In addition to describing the grants and direct services available, the document also contains the complete schedule of courses, eligibility criteria, and application procedures for training programs to be conducted at the National Academy of Corrections. The Institute will no longer issue a separate Academy training schedule.

The format of the 1986 National Institute of Corrections program plan has been changed from that of past years to facilitate use by the reader.

- The plan begins with explanations of, and request application procedures for, the Institute's grant programs, direct technical assistance services, information center services, and Academy training programs.
- The new grants available and ongoing activities and services to be funded are then organized and presented by the Institute program division that will be coordinating the efforts: Jails, Prisons, or Community Corrections.
- The National Academy of Corrections' schedule of courses, eligibility criteria, and an application form are then included. Listed here are special-issue seminars coordinated by each of the program divisions, as well as generic training programs that accommodate practitioners from all areas of corrections; curriculum packages that can be used at the agency level; and Federal Bureau of Prisons co-sponsored training programs. Thus, the reader should review the Academy section of this document in addition to the Jails, Prisons, or Community Corrections section that is of specific interest.

Services and Application Procedures

Grant Program

The grant/contract program is one of the Institute's primary means of carrying out its legislative mandate. Those eligible for National Institute of Corrections grants and contracts include state agencies, general units of local government, educational institutions, public and private agencies, federal agencies, organizations, and individuals. Because of limited resources, funds are directed primarily to correctional agencies at the state and local levels. All services, grants, and contracts are provided in accordance with federal regulations.

Application Procedures

A deadline date by which applications must be received is given for each project available for funding. Those desiring clarification or further information on a given project should contact the Institute prior to preparing an application. Procedures and the required forms for grant applications are given in the **NIC Guidelines Manual: Instructions for Applying for Federal Assistance**, which can be obtained by contacting the Institute.

Applications must detail the project, objectives, and the plan for implementing the proposal. Projected costs and a description of the qualifications of the applicant(s) must be included. The projected cost of conducting the project is a critical element in the decisionmaking process, and the Institute urges applicants to keep indirect costs, in particular, to a minimum.

Applications for grants should be submitted in six copies to the National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534. OMB Standard Form 424, Federal Assistance, must be used. A cover letter to the application must identify the responsible audit agency for the applicant's financial accounts. Applications should be concisely written, typed double spaced, and referenced to the project by the title and number given in this document. At least one copy of the application must bear the original signature of the applicant.

For **technical assistance grants** only, a copy of the application should be sent simultaneously to the state "single point of contact," and the Institute should be advised in the cover letter that a copy was sent to this state agency. (For guidance relating to the "single point of contact," contact the NIC Grants Control Office.)

Application Review Procedures

Grant proposals are reviewed by a team of Institute staff members. Among the criteria used to evaluate the applications are:

- Responsiveness of the proposal to the Institute's program priorities and the specific project statement in this document.
- Clearly defined and realistic objectives.
- Appropriateness of the proposed approaches for attaining project objectives and evaluating or measuring attainment of objectives.
- Applicant's familiarity with the subject and capability to conduct the project successfully.
- Estimated total costs and levels of effort.
- Uniqueness of the proposed strategies and approaches.

Additional evaluation criteria for certain projects are given in the project statements.

When the projected cost of a project is $100,000 or more, a panel of reviewers participates in evaluating the applications. The review panels are composed of correctional practitioners, academicians, and qualified citizens who have been approved by the National Institute of Corrections Advisory Board.

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Technical Assistance Program

The goal of the National Institute of Corrections' technical assistance program is to serve as an identifiable, readily accessible, and responsive resource to assist corrections in improving policies, procedures, and practices. This goal is reached by providing practical technical help and facilitating the exchange of current information on correctional matters.

The Institute's technical assistance program is organized into three major areas: direct technical assistance as discussed below, technical assistance grants, and targeted technical assistance. The first two areas are largely responsive to critical needs and problems identified by state and local correctional agencies, while targeted assistance involves structured technical assistance technology transfer programs sponsored by the Institute's program divisions. The technical assistance grants and targeted programs for fiscal year 1986 are described in the respective sections in this document, organized by NIC divisions: Jails, Prisons, and Community Corrections.

Request Procedures for Direct Technical Assistance

Direct, on-site technical assistance, usually of three to five days duration, is provided in the areas of training, research, evaluation, program policy development, and standards implementation. Assistance is provided by Institute staff or consultant teams; there is no transfer of funds to the recipient agencies. The funds reserved support travel, consultant fees, and other costs associated with sending an individual or team to assist the requesting agency.

Public and private corrections officials at the state and local levels can request direct technical assistance by submitting a memorandum on agency letterhead that:

1. Identifies the problem(s) for which assistance is sought.
2. Suggests a plan or specific action(s) to meet the problem(s).
3. Explains why assistance must be obtained at the federal level.
4. Identifies the persons or agencies deemed best qualified to provide the assistance needed (if known).
5. States the anticipated number of days assistance would be needed.

Jail practitioners should request direct technical assistance by writing to the Jails Division, National Institute of Corrections, 1790 30th Street, Suite 440, Boulder, Colorado 80301. Practitioners in other areas of corrections should write to the Prisons Division or the Community Corrections Division, National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534. Requests for technical assistance should be made by the executive director or chief executive officer of the correctional agency.

In submitting a request for direct technical assistance, the applicant should reference the most appropriate category and project number given below.

Project Number: J-86-TA Jails

Technical assistance is available to local jails and jail-related agencies to improve management, operations, services, and programs. Assistance will be provided in such areas as developing policies and procedures; legal issues; analyzing staffing patterns; improving food services, classification, security, and other basic jail operations; planning for new construction or renovation; opening new jails; using community resources and volunteers; suicide prevention; work release; jail industries; addressing problems related to jailing public inebriates and the mentally ill; jail management information systems and population analysis; and jail crowding issues on both a local and statewide basis.

Jail Population Analysis and Forecasting — In addition to reserving funds for general technical assistance to jails, the Institute has allocated monies specifically to provide direct technical assistance in jail population analysis to jurisdictions requesting such a service. This service takes statistically significant samples of inmate characteristics and assesses the flow of prisoners into, and out of, local correctional systems. The program will also provide assistance with jail population forecasting and will continue the ongoing effort to provide state and local agencies with the latest information available on jail microcomputer applications. This service will be particularly useful to jurisdictions with chronically crowded jail facilities.

Project Number: P-86-TA Prisons

Technical assistance is available to state departments of corrections and prisons to advance their operations, practices, management methods, services, and programs. Priority consideration will be given to requests in the areas of prison industry, health and mental health programming, classification, legal issues, design and construction planning, protective custody, institutional security, and correctional management.

Project Number: C-86-TA Community Corrections

Technical assistance is available to state and local probation and parole agencies, residential programs, and other public and private community corrections agencies. In special cases, consideration will be given to requests from organizations or associations whose mission is to support and/or assist community corrections agencies. Assistance will be provided in such areas as improving management practices (e.g., classification, decisionmaking, and case management); designing and making efficient and effective use of pre-sentence investigations and supervision strategies, contracting for services; and developing and implementing community corrections legislation, policies, and programs.

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NIC Information Center Service

The National Institute of Corrections Information Center service is closely related to technical assistance, but also interacts with all other Institute programs. Practitioners with questions about correctional programs, services, or operations underway anywhere in the country may request information on these subjects.

The Information Center maintains a computerized library of materials, as well as vertical files of unpublished materials contributed by operating agencies, and has the ability to search for information that has not been formally documented. The Information Center works closely with other organizations, clearinghouse services, and the field to find the most accurate, current, and useful materials.

Information Request Procedures

The information service is free to practitioners who write or call the NIC Information Center, 1790 30th Street, Suite 130, Boulder, Colorado 80301; telephone 303-444-1101. Requesters should indicate:

1. The materials or information they are seeking.
2. Why the information is needed (if it would help the Information Center staff gain perspective on a broad topic area).
3. How soon the information is needed.
4. In the case of written materials, the author, title, date of publication, and publisher if known.

In responding to requests, the Information Center necessarily gives highest priority to correctional administrators and personnel; federal, state, and local legislators and officials; and those involved in correctional litigation.

(The National Institute of Corrections Information Center is operated by a contract organization.)

Training Services

The National Academy of Corrections began operation in Boulder, Colorado, on October 1, 1981, and is in its fourth year as the site of National Institute of Corrections training for state and local correctional practitioners. Prior to the creation of the Academy, the Institute conducted training at locations throughout the United States using grantee organizations.

Courses to be conducted at the National Academy of Corrections during fiscal year 1986 are listed in the Academy section of this document; a calendar of courses is also included. This section provides a brief overview of Academy accommodations, costs of training, and procedures for applying to participate in a training program.

Facilities and Accommodations

Most Academy classes are conducted at the College Inn Conference Center, a facility owned and operated by the University of Colorado. Located in the foothills of the Rocky Mountains, the College Inn offers a relaxed environment where training, housing, and dining facilities are located under one roof.

Room and board are provided at the College Inn Conference Center. Participants are housed two to a room, and three meals a day are provided cafeteria style. (Note: Participants are not reimbursed for meals missed or purchased elsewhere.)

Costs of Training

There are no registration, tuition, or materials fees associated with Academy training. Training and materials are provided by the Academy. Participants' agencies contribute to the training effort by paying participants' salaries during the training period.

Most participants are provided with an airline ticket. Those who choose to drive their own automobiles or use other means of transportation to the Academy are reimbursed for expenses up to an amount that would have been spent had the Institute purchased a round-trip airline ticket at discount rates prevailing at the time the individual was accepted for training.

The only costs associated with attendance at Academy training programs are for ground transportation to and from the airport of departure and from Denver's Stapleton International Airport to Boulder and back. Regularly scheduled airport limousines and buses are reasonably priced for the 30-mile Denver Boulder trip. Participants wishing to rent automobiles must do so at their own or at their agency's expense.

Application Procedures

Individuals who meet the eligibility requirements and are interested in participating in an Academy training program should complete the application form at the end of this document and, in the space provided, obtain the nomination and endorsement of their chief executive officer or agency administrator. Any required supporting material must be submitted with the application.

Applications must indicate the preferred date, course number, and title of the training program, and must be received by the Academy at least 60 days before the start of the desired program. All applications will be acknowledged.

Applicants should note that, for any given program, the Academy receives many more applications than there are training slots available. The Institute has a policy of ensuring that women and minorities are fairly represented in all training programs.

See the National Academy of Corrections section in this document for a listing of scheduled courses and eligibility criteria. The application form follows the course listings.

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Jails Division

The Jails Division was started in June 1977 in Boulder, Colorado, to serve as an identifiable source of assistance to the nation's jails. Creation of the "NIC Jail Center" marked the first time federal funding was specifically targeted to the solution of the vast number of problems in the nearly 3,300 jails throughout the country.

Building on the Institute's core activities of training, technical assistance, and information dissemination, the Jail Center rapidly became the sheriff's and jail administrator's source of support, assistance, and encouragement as the area of jailing took on its own identity in the corrections field. Initial program thrusts focused on inmate classification, assisting small rural jails, jail standards development, jail inspection processes, and policy and procedure development The Jail Area Resource Center network was established in 1979 and has expanded and localized the work of the Jail Center as jail practitioners obtain assistance directly from their peers at the advanced jails that serve as Resource Centers.

The Jail Center has evolved over the years to assume a leadership role for the field. The podular/direct-supervision ("new generation") model of inmate management and architectural design has become the state of the art in jail philosophy. Advances in population projection and inmate data analysis, as well as in information management technologies, allow the Jail Center to be of assistance to those jurisdictions that are experiencing crowding problems and looking toward new construction or expansion of facilities.

In fiscal year 1986, the Jails Division will be focusing largely on those areas related to crowding, planning and constructing facilities, and projecting populations, while maintaining its established activities in state capacity-building and providing technical assistance in critical areas. Several new training programs are being introduced to meet the field's demand, including those on suicide prevention, jail industries, and jail mental health. The training programs are described in the National Academy of Corrections section.

Jail Area Resource Center Service (J-86-01)

Since 1979, the National Institute of Corrections has provided grant funds to a number of advanced jails throughout the country to enable them to provide services to other jails in their geographical areas. Each of the jails serving as a Jail Area Resource Center has numerous advanced programs, services, and operations and has received accreditation by the Commission on Accreditation for Corrections.

Jails previously selected as Jail Area Resource Centers will receive funding from the Institute again in fiscal year 1986 to continue to provide technical assistance, training, and information in their specialty areas to other jails. At such time that new or additional Jail Area Resource Centers are needed, a request for proposals will be issued by the Institute seeking competitive bids from interested jurisdictions.

Jail personnel who are interested in visiting a Jail Area Resource Center to study a particular advanced operation first-hand, or who are in need of technical assistance or information in one of the subject areas listed, should contact the coordinator of the nearest Jail Area Resource Center specializing in that area. Institute funding provides for expense-paid study visits to the Centers, technical assistance to requesting jails, a limited number of training events in specific areas, and information and liaison services. Jails throughout the country are encouraged to use the services of the Jail Area Resource Centers.

Following are the Jail Area Resource Centers that will be providing service in fiscal year 1986. The subject areas in which they specialize are also listed.

Boulder County Detention Center
P.O. Box 471
Boulder, CO 80302
Telephone: 303-441-3671

Specialty Areas:
- Computer-operated sheriff's information network
- Health care
- Jail climate
- Mental health services
- Overall management
- Physical plant

Contra Costa County Detention Center
P.O. Box 391
Martinez, CA 94553
Telephone: 415-372-4647

Specialty Areas:
- Food services
- Health care
- Inmate programs
- Mental health services
- Overall management
- Personnel management
- Personnel training
- Physical plant
- Podular/direct-supervision ("new generation") jail concept
- Policy and procedures
- Recreation
- Sanitation
- Work furloughs

Minnesota Jail Area Resource Center
Criminal Justice Program
Department of Energy and Economic Development
940 American Center Building
150 East Kellogg Boulevard
St. Paul, MN 55101
Telephone: 612-296-3969

(The Minnesota Jail Area Resource Center is a consortium of three jails, the State Department of Corrections, the

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Minnesota State Sheriffs' Association, and the State Department of Energy and Economic Development.)

Specialty Areas:

- Classification
- Coordination with other components of criminal justice
- Disciplinary procedures
- Emergency planning
- Female offender services
- Food services
- Health care
- Inmate services and programs
- Intake services
- Mental health services
- Overall management
- Personnel management
- Personnel training
- Physical plant
- Policy and procedures
- Recreation
- Research and evaluation
- Sanitation
- Security
- Use of community resources
- Visitation
- Work release

Montgomery County Detention Center and Pre-Release Center
Judicial Center, Fourth Floor
Courthouse Square
Rockville, MD 20850
Telephone: 301-251-7545

Specialty Areas:

- Classification
- Disciplinary procedures
- Food services
- Health care
- Inmate services and programs
- Mental health services
- Overall management
- Personnel management
- Personnel training
- Physical plant
- Policy and procedures
- Recreation
- Sanitation
- Security
- Use of community resources

New Haven Community Correctional Center
245 Whalley Avenue
New Haven, CT 06511
Telephone: 203-789-6980

Specialty Areas:

- Disciplinary procedures
- Emergency planning
- Food services
- Health care
- Inmate services and programs
- Overall management
- Personnel management
- Physical plant
- Policy and procedures
- Use of community resources
- Visitation

Technical Assistance Grants

Project Number: J-86-02
Funds Available: $250,000
Funds Available per Grant: $15,000
Grants Available: Open
Estimated Length of Project: One year
Eligible: Public and private agencies and organizations
Deadline for Applications: None

Description:

Technical assistance grants will be available to state and local correctional agencies, local and regional units of government, professional associations, and other public sector groups for the purpose of improving local jail operations and developing long-term strategies for dealing with perennial jail problems and issues.

Grants will be available to purchase technical assistance in such areas as developing strategies to comply with court orders; designing and evaluating classification systems; developing strategies for dealing with the various aspects of crowding; developing jail industry programs; addressing jail personnel issues; and developing strategies for appropriate diversion or care and custody of public inebriates, mentally ill, and mentally retarded inmates.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

Development of State Resources to Assist Jails

Project Number: J-86-03
Funds Available: $100,000
Funds Available per Grant: Approximately $30,000
Grants Available: Three
Estimated Length of Project: One year
Eligible: State agencies and consortiums of organizations including state agencies
Deadline for Applications: October 1, 1985

Description:

These grants will be awarded for the purpose of developing the participating states' capacity to deliver necessary training, technical assistance, and other services to local jails within the states. The program will result in the implementation of state-level programs that meet the immediate short-term training and technical assistance needs of local jails, while providing resources to begin efforts for long-term planning, coordination, and policy development. The grantees will be expected to develop programs involving training, technical assistance, policy development, research, and other activities and to assist small local jails in implementing improved programs and practices.

As part of the grant activity, specific short- and long-range needs of the jails in the participating states will be identified and a plan for delivery of services devised. Services to be initiated within the grant period could include management and supervisory training, basic jailer training, in-service training, development of state jail resource centers, and

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technical assistance in any number of areas (e.g., planning for new facilities, developing policy and procedures, expanding the use of community resources, and managing crowding).

The intent of this program is to promote and stimulate intergovernmental cooperation in continuing the activities of the grant after federal funds have been expended. The participating state agency/association and the local governments are required to identify and vigorously pursue every opportunity to secure in-state funding to maintain or expand the services supported by the grant award.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

Planning of New Institutions (J-86-04)

This training and technical assistance program is designed for jurisdictions that are considering new jail construction or major renovation of existing jail facilities. The program is divided into three phases, each specifically designed for a particular segment of the planning, programming, design, construction, and transition continuum.

Phase One entails two days of on-site training in each of the jurisdictions selected for participation. Stressing the systems planning approach, the Phase One training covers legal and constitutional issues related to correctional standards, analysis of incarceration requirements, advantages and disadvantages of new facilities, architect selection and relationships, community involvement, and other related planning issues.

Phase Two consists of an intensive one-week training program for up to six representatives of the participating jurisdictions (four public sector individuals attend at the Institute's expense and up to two others at their own expense). The Phase Two training will be held six times, each for up to five teams, at the National Academy of Corrections. The training will provide more in-depth coverage of Phase One topics and will include advanced correctional practices in architecture and programming, facility and inmate data analysis and population projection, and facility programming and design.

Technical assistance will be available to participating jurisdictions prior to and throughout the program to address special problems. Later, in the third phase, technical assistance will be available to help the jurisdictions make an efficient transition to the new facility. This assistance addresses transition planning, staffing and staff training, policy and procedures, and program development for the new facility. At least ten Phase-Three technical assistance efforts will be provided, and up to five **How to Open a New Jail** seminars will be conducted on-site in local jurisdictions to deal with the special issues of making the transition to the new or renovated facility.

Jail and Prison Population Management (A-86-01)

In fiscal year 1986, the Institute will continue its population management program to assist states in developing coordinated and viable strategies for controlling prison and jail crowding. See the program description under the Prisons Division, Project Number A-86-01, for additional information.

Coordination of a National Jail Suicide Prevention Information Network (J-86-05)

In 1984, the National Institute of Corrections created a task force of national experts to address the issue of jail suicide. Jail suicide is an infrequent occurrence in any given locality, but it is estimated that nationwide 400 to 500 inmates commit suicide each year in local jails. The task force was thus created to define the problem nationally, develop instruments and materials with which local jails can attempt to prevent suicides, and develop a training program on jail suicide prevention.

To implement the work and findings of the task force, each state governor was asked to identify an individual or organization to serve as the coordinator of the state's jail suicide prevention effort. The coordinators comprise a national network, and participating states are establishing their own frameworks for coordinating the effort with local jails that wish to become affiliates of the network. The state coordinators will attend a three-day special-issue seminar on jail suicide prevention that covers such areas as physical design of cells and housing areas, screening instruments, staff training requirements, uniform data collection, and prevention strategies and techniques.

In 1985, a grant was awarded to an organization to serve as a liaison between the national task force and the state coordinators in supporting the jail suicide prevention activities. The grant tasks include gathering information from the states on the incidence of jail suicide and liability issues and coordinating the dissemination of the materials developed. An information bulletin is developed and distributed periodically by the grantee to keep the network members abreast of timely developments regarding the causes and incidence of jail suicide, techniques of suicide prevention, litigation, training, and the organizational progress of the national effort.

In fiscal year 1986, a grant will be awarded to provide for the continuation and maintenance of the coordinating liaison function. In order for each state effort to operate at maximum efficiency, it will need timely information validated from a statistically significant sample of jail suicides. Recognizing that the frequency of such occurrences in most states is not sufficient to provide adequate data for the development and perfection of the most reliable techniques for screening and managing jail inmates who are suicide risks, the project will collect data nationally, analyze it, and develop workable strategies for dissemination to local jails.

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Prisons Division

The Institute's Prisons Division was established in 1981 as the agency reorganized to create divisions to serve prisons and community corrections in the way that the Jail Center served jails. Creation of the Prisons Division was a natural development as the Institute continued to grow and refine both its work and direction, and as Institute training programs became centralized.

The Prisons Division initially focused on developing inmate classification and grievance models, providing agency-based training through technical assistance monies, and addressing institutional legal issues. Its technical assistance function has been called upon to address some of the field's most critical problems, ranging from serious prison riots to mass escapes.

With classification and grievance models in place, the Prisons Division undertook state-of-the-art projects in the area of prison planning, design, and construction and continues to put emphasis in this area as the states face unprecedented levels of crowding. The Division has also focused on prison industries, contracting for services, long-term offenders, and other areas of current priority to the field. As research in these areas is refined, the Division is able to provide technical assistance and training.

In fiscal year 1986, the Prisons Division will continue to focus on assisting the states in prison design and construction issues and in further developing prison industries. Special-issue seminars will be continued in the high-interest areas of contracting for correctional services, institutional security, offender classification, and prison industries. The Division will continue its technical assistance activities in the areas of basic education and vocational training for prison inmates, which became a focus as a result of supplemental funding in fiscal years 1984 and 1985. Special-issue seminars to be conducted for prison practitioners are given in the National Academy of Corrections section of this document.

Technical Assistance Grants

Project Number: P-86-01
Funds Available: $300,000
Funds Available per Grant: $15,000
Grants Available: 20
Estimated Length of Project: One year
Eligible: State departments of corrections
Deadline for Applications: None
Description:

Technical assistance grants will be available to state departments of corrections and prisons to enable planning, implementation, maintenance, and evaluation of improved management practices, policies and procedures, operations, services, and staff development. Priority consideration will be given to grant applications that address prison industry, health and mental health programming, classification, legal issues, design and construction planning, protective custody, institutional security, and correctional management.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

Prison Industries Assistance

Project Number: P-86-02
Funds Available: $100,000
Funds Available per Grant: $25,000
Grants Available: Four
Estimated Length of Project: One year
Eligible: State departments of corrections
Deadline for Applications: October 1, 1985
Description:

As the prison population throughout the United States grows at unprecedented rates, the problem of institutional crowding is compounded by inmate idleness. Prison industries are viewed as one of the primary means of reducing inmate idleness and institutional unrest, while providing inmates with training, job experience, and responsibility.

Prison industries are facing great difficulties — restrictive legislation, conflicting goals and objectives, uncertain economic conditions, new technologies, unskilled labor, and shifting resources and product markets. To assist the field in addressing these issues, the Institute has, over the past several years, provided industries managers with training opportunities to advance their managerial skills and knowledge and has sponsored the development of a manual on prison industry management.

These grants are intended to facilitate the development and implementation of improved industry management practices and programming. Grant activities will incorporate the correctional principles and techniques identified in the Institute's previously developed management manual for prison industries. At least one grant will be awarded for female prison industry programming, and one grant will be awarded for multi-state prison industry programming.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

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Prison Design and Construction (P-86-03)

This 15-month program will provide technical assistance and training to representatives of states that are planning new prisons or major renovations, conversions, or additions to existing prison facilities. In fiscal year 1986, five states will be assisted in planning for their prison construction needs. The program is conducted in three phases, the first of which provides training for key officials on planning, design, project management, institution security classification, and facility activation. The training will be held at a prison that exhibits advanced design.

The second phase of the program provides a team of consultants to work on-site with each participating state on the actual facility planning project. Design issues, standards, operational philosophy, and costs will be considered. The third phase involves direct, follow-up technical assistance to each state in specific need areas.

State departments of corrections interested in participating in this program should contact the Prisons Division by December 2, 1985, for additional information.

Jail and Prison Population Management

Project Number: A-86-01
Funds Available: $225,000
Funds Available per Grant: $45,000
Grants Available: Five
Estimated Length of Project: One year
Eligible: Open (e.g., legislative committees, correctional agencies, non-profit associations)
Deadline for Applications: January 1, 1986

Description:

Jail and prison crowding continues to rank among the most critical concerns of corrections. The rapid increase in jail and prison populations in many jurisdictions, court pressures to ameliorate conditions of confinement related to crowding, and continued state and local fiscal pressure to implement the least costly punishment options demand the development of more rational population management policies. Policy groups on jail and prison crowding have been established in many states, some as the result of earlier Institute programs.

Since crowding problems are systemic in nature, they cannot be solved by any one agency, such as a county jail or a state corrections department. A forum for addressing the problem is needed that brings together policymaking officials from all branches of government and each agency responsible for deciding who goes to jail or prison, for how long, and under what conditions.

This is the first year of a two-year effort to establish five statewide policy groups to formulate policies that address jail and/or prison crowding. The program offers financial assistance, information services, technical assistance, and training. A major focus of the program is to provide coordinated technical assistance to the individual state efforts. The program will use knowledge, experience, and technical materials developed under a number of earlier Institute efforts, including a technical assistance program on jail crowding, key decisionmakers' seminars, and the joint NIC Edna McConnell Clark Foundation jail and prison crowding program.

To participate in this program, applicant states must commit themselves to:

- Establishment of a statewide jail and/or prison crowding policy group with members representing legislative, judicial, and executive branches of local or state government; the heads of major criminal justice agencies that impact on jail and prison populations; and selected individuals from the private sector.
- A two-year process in which policymakers will engage in policy analysis to provide the framework for examining the crowding problem and formulating policies for change.
- A process of developing policies to address crowding, which involves (1) fully exploring the factors that influence jail and prison populations, using well-developed systemwide information; (2) setting a population control or reduction goal; (3) exploring capacity definitions for the existing system; (4) considering a wide variety of approaches to controlling the inmate population; and (5) selecting specific policies for adoption and implementation. The selected options may include changes in legislation, practice, policy, programs, and regulations.
- Sharing the costs of policy analysis activities by committing sufficient state resources.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

(Because this program crosses all areas of corrections, it is administered by the Institute's Assistant Director's Office rather than by any one division.)

Study of the Impact of Technology in Prisons

Project Number: P-86-04
Funds Available: $200,000
Funds Available per Grant: $200,000
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: October 1, 1985

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Description:

Technology is having an impact in all professions and offers the potential for much greater efficiency and effectiveness within prison systems. To maximize this potential, more knowledge and skills are needed to manage the application of technology in the prison setting.

The grantee will conduct a literature search on the impact of new technologies that are being used or can be used in corrections, survey managers on the most urgent issues, and review the effect of technology on correctional agencies' programming, operations, staffing, facility design, and budgeting. The use and impact of new advancements — such as in management information systems, perimeter security, communications equipment, body alarms, closed circuit television, and detection devices — will be studied in a variety of correctional settings. The result of this effort will be a fully edited, camera-ready manual to assist key decisionmakers in their planning processes.

Community Corrections Division

Like the Prisons Division, the Institute's Community Corrections Division was established in 1981 in an agency reorganization. Creation of the Community Corrections Division has served to bring the diverse services of probation, parole, residential programs, and other community-based correctional services into better focus for the Institute, while also clarifying the Institute's available services for field services practitioners.

The Community Corrections Division has transferred knowledge to agencies throughout the country on the subjects of workload and caseload management, classification, and strategies for working with limited financial resources. The Division is currently focusing on building the capacity of state oversight agencies to forge partnerships between state and local community corrections agencies and on transferring new technologies to state and local agencies.

Technical assistance, while previously lagging behind in the community corrections area due to lower demand, is now on par with that of the Institute's other divisions as the Institute's emphasis and expertise in the community corrections area become more widely known.

Programs focusing on the expanded use of community corrections sanctions have been under development for two years now and, in fiscal year 1986, will be field tested. New programs for fiscal year 1986 include a study on executive clemency, training and technical assistance in system automation and in out decisionmaking, and training in community corrections sanctions. Special-issue seminars to be conducted for community corrections practitioners are given in the National Academy of Corrections section.

Technical Assistance Grants

Project Number: C-86-01
Funds Available: $200,000
Funds Available per Grant: $15,000
Grants Available: At least 13
Estimated Length of Project: One year
Eligible: Public and private community corrections agencies
Deadline for Applications: None

Description:

Technical assistance grants will be available to state and local probation and parole agencies, residential programs, and other public and private community corrections agencies. In special cases, consideration will be given to applications from organizations and associations whose mission is to support and or assist community corrections agencies.

Grants will be available to purchase assistance in such areas as improving management practices and case management; designing and making efficient and effective use of presentence investigations and supervision strategies; contracting for services; and developing and implementing community corrections legislation, policies, and programs. Grant funds are not intended for ongoing operational expenses (i.e., full-time staff) or equipment.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

Building Capacity of State Community Corrections Oversight Agencies

Project Number: C-86-02
Funds Available: $200,000
Funds Available per Grant: $25,000
Grants Available: Eight
Estimated Length of Project: One year
Eligible: State agencies with legislatively mandated oversight responsibilities for locally administered community corrections agencies
Deadline for Applications: None

Description:

With fiscal constraints and increasing decentralization of government, more states are moving toward some form of

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state and local partnership in dealing with correctional issues. In some, legislation requires a state agency to assume an oversight role with regulatory and financial subsidy functions and to provide technical assistance to local community corrections departments. In others, community corrections acts place joint responsibility for community corrections programs on state and local agencies.

This effort will continue the development and implementation of a program for agencies with legislatively mandated oversight responsibilities. The program will integrate the Institute's functions of policy analysis and development, technical assistance, and training to improve the capabilities of state oversight agencies.

The program is predicated on needs identified by oversight agencies at meetings held over the last three years. Priority areas include state/local relationships, standards setting and implementation, financial assistance and subsidies, technical assistance, and information systems.

The objectives of the program are to:

- Support agencies' initiatives in selected high-priority areas, including providing financial and technical assistance for initiating an organizational development process to improve agency operations; assisting in a standards revision and implementation process; and aiding in a planning effort to coordinate activities between levels of government and among segments of the justice system.
- Increase the knowledge base on which state oversight agencies can draw by supporting an agency's evaluation of a specific program, synthesis of research on specific topics, and/or recasting information in a form more easily used by decisionmakers.
- Develop the capacity of state agencies to perform standards setting and implementation, technical assistance, information collection, and other oversight functions through such means as workshops to develop consulting and technical assistance skills.
- Support the sharing of information and technical advice through such activities as conducting workshops for agency executives to examine common problems and possible solutions; collating state standards in salient, high-priority topic areas (e.g., workload, pre-sentence investigations, revocation processes), integrating these with relevant research findings, and disseminating monographs; collecting and providing information on high-priority topics (e.g., citizen advisory groups) identified by state probation administrators; and hosting visits to study innovative programs.

To achieve these objectives, grants will be made to eight state agencies to support technical assistance, training, or knowledge transfer activities aimed at a specific local issue. Applications will be evaluated based on the extent to which they:

- Address problems common to most local agencies within the state.
- Involve local agencies in all phases of the project.
- Develop problem solving and/or management skills of state and local staff.
- Have potential applicability to other states.

Eligible states will have legislative mandates to provide oversight functions. Such responsibilities commonly include allocating subsidies; developing, promulgating, and monitoring standards; providing technical assistance; and conducting research and evaluation.

Regardless of whether their agency participates in the grant program, selected personnel from all eligible agencies will be invited to attend two special-issue seminars designed to meet the needs and unique responsibilities shared by administrators of oversight agencies. These sessions will cover topics such as consulting skills, organizational development, information management, allocation of funds, performance measurement, and resource development. The seminars are described in the National Academy of Corrections section of this document.

Note: These are technical assistance category awards. Applicants must submit a copy of their proposal to their state "single point of contact" simultaneously with submitting six copies to the Institute.

Knowledge Transfer in Community Corrections

Project Number: C-86-03
Funds Available: $200,000
Funds Available per Grant: $20,000
Grants Available: Ten
Estimated Length of Project: 15 months
Eligible: State and local community corrections agencies
Deadline for Applications: None
Description:

The community corrections knowledge transfer program seeks to diffuse information that was developed through research and policy/program development activities on current policy issues. Using a combination of grants, technical assistance, and training, the Institute will work collaboratively with up to ten major community corrections agencies to tailor the available knowledge to meet the agencies' requirements and environments. This non-traditional approach to knowledge transfer and organizational change recognizes that neither process is simple or predictable. Innovations must be modified to be responsive to the needs and requirements of the agency and must take into account the political, economic, and human characteristics of the organization's environment.

The programs to be undertaken in fiscal year 1986 focus on two topics: (1) in out decisionmaking, and (2) system

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automation. Agencies may only apply for grant funds in one of the program categories. Elements of the programs are described below.

In/Out Decisionmaking — Over the last decade, the need to structure criminal justice decisionmaking gradually gained general acceptance in the United States. Increasing numbers of agencies are using various types of empirically based instruments to guide jail and prison release decisions, custody placements, and the levels of supervision assigned to probationers. Sentencing and parole guidelines are the latest technologies employed by the criminal justice system and represent the first formal attempt to influence the flow of individuals into and out of the correctional system. The need for decisionmaking guidelines is vividly illustrated by the inconsistencies noted when comparisons are made among states using indices of crime rates, violent crime rates, and incarceration rates.

The Institute will assist five jurisdictions in tailoring objective empirical decisionmaking tools to be used in the in/out decisionmaking process (i.e., sentencing, parole, or revocation of probation, parole, or work release).

System Automation — The new demands, opportunities, and rapidly developing technologies of the information age present both diverse challenges and critical management issues for today's correctional administrator. Frequently, system voids are created by a mismatch of personnel skills, agency information/data flow, and/or equipment.

The Institute will assist five community corrections agencies in dealing with automation issues. Grant funds are not intended to be used for equipment purchase, but rather to assist agencies in planning for and implementing system automation. This may include identifying information needs and methods of data collection; analyzing existing systems to determine the need for modification; reviewing and appropriately selecting software, hardware, and programming options; and determining equipment compatibility.

In addition to grant funds and direct technical assistance, the program will provide three one-week seminars on each topic at the National Academy of Corrections for selected personnel from each participating agency. These seminars will focus on problem definition and organizational development, current technologies, and implementation strategies. The seminars are described in the National Academy of Corrections section of this document.

Potential applicants should contact the Institute's Community Corrections Division for additional information and application procedures.

The Impact of Sentencing on Community Corrections

Project Number: C-86-04
Funds Available: $50,000
Funds Available per Grant: $25,000
Grants Available: Two
Estimated Length of Project: One year
Eligible: Judicial district and community corrections agency (jointly)
Deadline for Applications: November 1, 1985

Description:

A long-standing and frequently expressed concern of community corrections practitioners deals with the independence of the judiciary and the perception that the conditions imposed by sentencing orders often give insufficient consideration to realistic program options available to the community corrections program administrator. This is countered by some members of the judiciary who express concern that the legislative and executive branches of government create criminal codes, sentencing guidelines, and community corrections programs without their involvement and perspective.

This is the second year of a two-year effort designed to encourage collaborative efforts between judges and community corrections administrators. Through grants and technical assistance, the program will encourage the development of a positive working relationship between sentencing practices and the delivery of community programs (e.g., split sentencing, residential placement, work release, community service, and victim assistance).

Judges, court administrators, and community corrections administrators will collaboratively develop options and strategies that serve their mutual interests and needs. The jurisdictions selected for this project will be expected to document their experiences for publication and dissemination.

Improving the Effectiveness of Community Corrections (C-86-05)

Practitioners continue to express the need for redefinition and clarification of the mission and goals of community corrections in light of recent trends in the criminal justice system. These developments include viewing community corrections not simply as an alternative to incarceration, but as a legitimate, independent sanction for specific offenders; the need to take into account the dual demands of fair punishment and protection of the public; and recognition of the interrelatedness of all elements of the criminal justice system and that decisions in any one area have an impact on all others.

These and additional issues were explored in a position paper refined in 1983 by consultants to the Community Corrections Division. The paper has formed the basis for this program thrust, which will enter the last of three years in fiscal year 1986.

The program will field test policies and procedures that incorporate emerging concepts of community sanctions and program management technologies. In a collaborative approach, the Division will continue working with agencies

selected during the first two years (in Colorado, Delaware, and Vermont) to further clarify the concepts; translate them into practice through various policies, procedures, and programs; and, finally, assess their utility in practice.

The objectives of the program are to:

- Define and clarify the mission and goals of community corrections in light of emerging trends.
- Operationalize, through policies and programs, concepts and trends that define community corrections as a valid sanction — not simply as an alternative to incarceration — that combines elements of both fair punishment and community protection.
- Assess the utility of the concepts, policies, and programs in practice.
- Provide leadership to the corrections field and furnish technical assistance and consultation to jurisdictions interested in implementing the concepts identified by the program.

Study of Executive Clemency

Project Number: C-86-06
Funds Available: $150,000
Funds Available per Grant: $150,000
Grants Available: One
Estimated Length of Project: 18 months
Eligible: Open
Deadline for Applications: November 1, 1985

Description:

Almost every state empowers the governor by state constitution and or statute to extend executive clemency to public offenders. The form of clemency can range from expunging a criminal record to modifying a death sentence for capital offense(s). Clemency decisions are frequently based on investigations and recommendations provided by a state parole board or department of corrections.

The purpose of this project is to research the legal authority, procedures, organizational structures, and decisionmaking models of executive clemency. Based on this research, the grantee will produce a camera-ready document describing the current organizational structure and procedures of the various states (comparable to the dominant report in this area, **Clemency: Legal Authority, Procedure, and Structure**, which was published by the National Center for State Courts in 1977).

The grantee will also conduct a series of three-day workshops in regions throughout the country for key persons in the clemency decisionmaking process. The workshops will provide decisionmaking models and an opportunity to network individuals with common decisionmaking responsibilities from different states within the regions. All costs of the workshops, including those for travel and per diem of participants, will be covered by the grant award.

National Academy of Corrections

The Institute centralized its training programs at the National Academy of Corrections in Boulder, Colorado, in October 1981. By developing and delivering training and by bringing prisons, jails, and community corrections practitioners to Boulder, the Academy serves as a catalyst for interaction between correctional agencies, other components of the criminal justice system, public policymakers (e.g., county commissioners, state legislators), and concerned public and private organizations. Through training, the Institute promotes constructive organizational change and full utilization of resources to maximize corrections' ability to operate in a fair, safe, efficient, humane, and constitutional manner.

Public hearings, needs assessments, analysis of technical assistance and information requests, and discussions with correctional practitioners led to the identification of three areas toward which Academy-based training would be directed.

- Improved administrative and managerial knowledge, skills, and practices that advance the operation of correctional agencies and programs.
- Enhanced capabilities of state and local correctional agencies to deliver training through improving skills of trainers, providing curriculum materials to use in training, and transferring training technology.
- Special issues facing correctional administrators, the resolution of which can be assisted by training or an integrated approach that includes training.

Programs to be coordinated by the Academy in fiscal year 1986 follow. Application procedures are given earlier in this document on page 3.

Management Series

Through this integrated and graduated Management Series, the Academy develops and refines the skills necessary for professional managers as they progress in their agencies. For clarification of eligibility criteria for this series, the following definitions of job titles are provided. The Institute recognizes, however, that the organizational structures of smaller jurisdictions and agencies may vary.

Executive/Administrator includes executive directors, secretaries, and commissioners of state corrections programs, central office administrators and executives, sheriffs, deputy directors, and deputy commissioners.

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Manager includes those who manage or supervise first-line supervisors and who may have primary oversight responsibility for budget formulation, staff development, personnel, and or policy development. Managers include prison wardens, superintendents, deputy wardens, assistant superintendents, lieutenants, captains, jail administrators, undersheriffs, chief probation officers, administrators or executives of community corrections programs, district or area managers, and regional administrators.

Supervisor includes those who supervise line staff.

Correctional Management

Provides correctional managers and executives with sound management skills, tools, and techniques. Covers stress management, time management, management styles, communication (i.e., listening, assertiveness, conflict resolution, negotiation mediation, and supervision), decisionmaking, group development, and legal issues. Other topics include performance standards, corrections in the future, budgeting, staffing, computers in corrections, policy procedure development, and classification.

All participants develop action plans to address significant individual and organizational issues, which must be implemented upon return to their agencies. Pre- and post-seminar and evening work is required. Twenty-four participants in each program.

Eligible: Correctional managers and executives. Preference will be given to those who have completed a basic supervision course. Every effort will be made to provide equal participation to jails, prisons, and community corrections personnel in each session.

Course Numbers and Dates:

6M101	Sep 29-Oct 11, 1985
6M102	Oct 20-Nov 1, 1985
6M103	Nov 3-15, 1985
6M104	Dec 8-20, 1985
6M105	Jan 5-17, 1986
6M106	Feb 2-14, 1986
6M107	Feb 23-Mar 7, 1986
6M108	Mar 9-21, 1986
6M109	Apr 6-18, 1986
6M110	Apr 20-May 2, 1986
6M111	May 4-16, 1986
6M112	Jun 8-20, 1986
6M113	Jul 6-18, 1986
6M114	Aug 17-29, 1986
6M115	Sep 7-19, 1986

Advanced Management

The Advanced Management courses are intended to enhance the abilities of senior correctional managers and executives to handle current and future management responsibilities.

Those applying for participation in any of the three Advanced Management courses must submit a typewritten narrative along with the application form. The narrative statement should fully explain the applicant's:

- Previous NIC-sponsored management training or equivalent.
- Occupational background and level of experience.
- Current responsibilities as they pertain to the desired program.
- Education, professional accomplishments, and agency recognition awards.
- Potential for promotion.
- Agency's potential for reorganization.
- Career potential and how it will be enhanced by participation in the desired program.

This narrative must be endorsed by the applicant's chief executive officer or agency administrator. The endorsement should reflect the agency's intent to support the applicant's post-training change efforts.

Managing the Organization

Provides tools to help today's manager maximize the use of scarce resources. Covers organization of effective work groups and development of strategies for effective management of human, fiscal, and information resources. A "seven box" diagnostic model is applied in a "live lab," where participants learn to diagnose their organizations and to develop strategies to maintain efficient agencies. Twenty-four participants in each program.

Eligible: Correctional managers and executives with authority to implement change. Previous participation in the Academy's **Correctional Management** course is preferred.

Course Numbers and Dates:

6M201	Jan 19-31, 1986
6M202	Mar 16-28, 1986
6M203	Sep 21-Oct 3, 1986

Influencing the External Environment

Assists senior correctional managers whose responsibilities include acting as primary organizational representative and maintaining an effective working relationship with influential groups in the environment outside of corrections, including policy-setting groups, state and local government bodies, and the media. Covers effective forecasting techniques, principles of proactive management, when to be a leader vs. a manager, techniques to analyze the impact of external forces, and the dynamics of operating in an external environment. Emphasizes establishing a rewarding relationship with the immediate community and developing strategies for appropriate public/private interface. Twenty-four participants in each program.

Eligible: Correctional managers and executives with authority to implement change. Previous participation in the Academy's **Correctional Management** course is preferred.

Course Numbers and Dates:

6M204	Feb 23-Mar 7, 1986
6M205	May 4-16, 1986

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Legal Services in Corrections

Provides corrections departments' house counsels and state attorneys general who are specifically assigned to handle correctional litigation with current information and caselaw relative to correctional administration and programs. Emphasizes prevention of litigation through awareness of issues and sharing of alternative strategies. Twenty-four participants in each program.

Eligible: By invitation only.

Course Numbers and Dates:
6M206 To be determined
6M207 To be determined

Executive Seminars

The Executive Seminars comprise a series of three-day sessions focusing on strategic issues of special concern to correctional executives. Twenty individuals will participate in each session.

Technology for the Future

Covers management information systems, data processing, and the application of new developments in technology to the field of corrections. The impact and implications of using various technologies as management tools are examined.

Eligible: Correctional executives.

Course Number and Date:
6M301 Dec 8-11, 1985

Resource Management for the Future

Explores innovative management options for effective and efficient use of agency resources.

Eligible: Correctional executives.

Course Number and Date:
6M302 Jan 5-8, 1986

Influencing the External Environment

Covers the correctional executive's relationships with the legislature, the executive branch of government, and the public. Methods of interacting and influencing people and agencies in the external environment are examined.

Eligible: Correctional executives.

Course Number and Date:
6M303 Feb 9-12, 1986

Future Changing Labor Force

Provides a framework for determining personnel needs during a period of social, economic, demographic, and technological change. Strategies for managing personnel to increase organizational effectiveness are developed.

Eligible: Correctional executives.

Course Number and Date:
6M304 Feb 16-19, 1986

Management of Change

Examines the variables that have an impact on organizational change (e.g., economic, environmental, and personal factors).

Eligible: Correctional executives.

Course Number and Date:
6M305 May 18-21, 1986

Futures for Chief Executive Officers

Covers economic, political, and sociological trends, and the impact of each on corrections. The relationship of various national trends to the strategic planning and policy initiatives of correctional systems and programs is examined.

Eligible: Chief executive officers.

Course Number and Date:
6M306 Jul 13-16, 1986

Leadership for Chief Executive Officers

Explores the art of motivating people to progress with enthusiasm and cooperation toward the accomplishment of specific goals.

Eligible: Chief executive officers.

Course Number and Date:
6M307 Aug 10-13, 1986

Executive Work Group

Provides a forum for chief executives to discuss a critical issue they have in common. Five or six chief executives participate in each of these crisis management work groups and serve as resources to each other in identifying alternative means for dealing with the issue.

Eligible: Chief executive officers, by invitation only.

Course Numbers and Dates:
6M308 To be determined
6M309 To be determined

Trainers Series

Training for Staff Trainers

Focuses on up-front delivery skills for full-time trainers. The primary objective is to increase the trainers' ability to develop and deliver high-quality instruction. Twenty-four participants in each program.

Eligible: Full-time training coordinators, training specialists, and persons with primary training responsibility at the state or local level.

Course Numbers and Dates:
6S101 Dec 8-13, 1985
6S102 Feb 9-14, 1986
6S103 Apr 20-25, 1986
6S104 Jul 27-Aug 1, 1986

Training Design and Development

Refines the skills acquired through participation in the **Training for Staff Trainers** course. Emphasizes student- and

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group-oriented activities; lectures are kept to a minimum. Each participant designs and develops a training program for his or her agency, and participants work in groups to design and develop training programs that are subsequently evaluated by the class. Twenty-four participants in each program.

Eligible: Full-time correctional training coordinators or trainers. Prerequisite: Successful completion of the **Training for Staff Trainers** course.

Course Numbers and Dates:

6S1201	Jan 12-17, 1986
6S1202	May 4-9, 1986
6S1203	Aug 10-15, 1986

Training Administration and Management

Focuses on management and administrative training issues. Designed for senior correctional administrators who are responsible for agency-wide training activities. Fifty-five participants.

Eligible: Directors or chief administrators of state and local correctional agency training activities.

Course Number and Date:

6S1101	Feb 16-21, 1986

Emerging-Issue Series

Corrections: A Total Systems Perspective

Brings together teams of legislators, judges, and correctional chief executive officers for the purpose of examining issues of mutual concern, responsibility, and liability in an effort to develop a model systems approach to the field of criminal justice at the state and local levels. Twenty-four participants in each program.

Eligible: Up to three-person teams of policymakers, judges, and correctional executives from state and local jurisdictions.

Course Numbers and Dates:

6S901	Dec 15-20, 1985
6S902	May 11-16, 1986

Prison Crowding

Addresses the prison crowding problem and explores alternative strategies to alleviate crowding. Reviews the impact of judicial decisions and policies that affect prison populations. Twenty-four participants in each program.

Eligible: State prison administrators and central office personnel with policymaking authority.

Course Number and Date:

6S903	Dec 15-20, 1985
6S904	To be determined

Human Resource Management

Focuses on recruiting, interviewing, selecting, and providing orientation training for new staff. Covers skills, techniques, and proven testing methods; demonstrates interviewing techniques; and helps participants develop orientation training programs to teach essential skills to newly hired employees. Twenty-four participants in each program.

Eligible: Personnel managers and others directly responsible for the personnel function within state and local correctional agencies.

Course Numbers and Dates:

6S1001	Jan 26-31, 1986
6S1002	Jun 1-6, 1986
6S1003	Sep 21-26, 1986

Jails Series

"New Generation"/Direct-Supervision Jails

Responds to the high demand for information relating to the design concepts and management principles associated with podular direct-supervision ("new generation") jails. Provides hands-on experience for jail administrators and managers from jurisdictions contemplating adoption of the podular direct-supervision inmate management model for their new jail facilities. Sixteen participants in each program.

Eligible: Jail administrators and managers who are planning or considering adoption of the direct-supervision jail management model.

Course Numbers and Dates:

6J701	Nov 11-15, 1985
6J702	Feb 17-21, 1986
6J703	May 19-23, 1986
6J704	Jul 21-25, 1986

(To be conducted at "new generation" direct-supervision jail sites.)

Jail Architectural Plan Review

Provides training for representatives of local jurisdictions that are planning new jail facilities. Designed for planning groups from jurisdictions that are in the functional program or schematic stages of design development, the seminar is a logical follow-up to Phase Two of the **Planning of New Institutions** program. Twenty-four participants in each program.

Eligible: Individuals who have responsibility in the early stages of planning a new jail facility or major renovation of existing facilities. Special consideration given to two-person teams (e.g., project manager, sheriff, jail administrator, county commissioner, engineer) from jurisdictions where construction or renovation has been funded and is in the early planning stages.

Course Numbers and Dates:

6J101	Feb 2-7, 1986
6J102	Jun 22-27, 1986

Planning of New Institutions

Provides training for teams of officials from local jurisdictions that are participating in the Institute's **Planning**

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of New Institutions technical assistance program. This Phase Two seminar covers advanced practices in architectural planning, programming, and design. Open only to those counties that have completed Phase One of the technical assistance program. Six teams of up to six members in each program.

Eligible: Up to six representatives of each participating jurisdiction. Four individuals — the sheriff, jail administrator, a county commissioner, and an architect or planner — attend at the Institute's expense; up to two others may attend at their own expense.

Course Numbers and Dates:

6J201	Nov 3-8, 1985
6J202	Jan 5-10, 1986
6J203	Mar 9-14, 1986
6J204	May 11-16, 1986
6J205	Jul 13-18, 1986
6J206	Sep 21-26, 1986

How to Open a New Jail

Provides training for jail administrators and project managers from jurisdictions that are preparing to open a new jail facility. Emphasizes transition issues and action planning, including policy and procedure development, scenario development, classification, management approaches, and staff training procedures. Twenty-four participants.

Eligible: Teams of up to four individuals from jurisdictions that are in the process of building a new jail facility and are within 18 months of opening the facility. Teams could consist of a county commissioner, the sheriff, jail administrator, and the project coordinator.

Course Number and Date:

6J1601 Sep 29-Oct 4, 1985

Jail Crowding

Designed for jail administrators and criminal justice officials from jurisdictions with crowding problems, provides training to improve their skills and ability to diagnose and solve problems related to jail crowding. Covers legal issues, consulting skills, and the dynamics and components of crowding, and reviews current approaches and programs being implemented by local jurisdictions. Twenty-four participants.

Eligible: Individuals who are responsible for the operation of a local jail and have a policymaking role in the local jurisdiction. Applicants must document crowding problems and exhibit commitment and the ability to make necessary changes. Applicants will be contacted and/or visited by staff of the Institute's Jails Division as part of the selection process.

Course Number and Date:

6J301 Aug 17-22, 1986

Jail Classification

Addresses essential components, development, and implementation of inmate classification systems. Covers policy development, principles and procedures, data collection, integration of management practices, implementation strategies, working models, legal issues, predictability of risk factors, and evaluative methods. Emphasizes networking and sharing information among participants, developing action plans, responsibility charting, analyzing current classification models, assessing the impact of recent court decisions, and reviewing current literature and available resources. Twenty-four participants.

Eligible: Two-person teams of jail personnel who manage classification systems. Special consideration given to teams consisting of the classification supervisor and the jail administrator.

Course Number and Date:

6J801 Dec 8-13, 1985

Mental Health in Jails

Addresses continuing problems that confront jail personnel in screening, housing, and handling mentally disordered inmates. Covers successful treatment approaches and concepts; current research on the subject; critical stages of intake and housing related to identification, treatment, and monitoring of high-risk offenders; suicide prevention; political obstacles; and legal liabilities. Participants develop action plans to implement change and to develop resources and support for mental health programs in local jails. Twenty-four participants.

Eligible: Two-person teams consisting of the jail manager or administrator and a jail or county government mental health manager or administrator.

Course Number and Date:

6J1201 Mar 2-7, 1986

Jail Suicide Prevention

Acquaints a representative of each state participating in the **Jail Suicide Prevention Information Network** with the critical aspects of jail suicides and the policies and practices that have been found to be effective in preventing suicides. Covers the organizational structure of the Information Network and the benefits to be derived from affiliation with such a network. Participants will have been designated by their state governor as coordinator of the state's jail suicide prevention effort. Twenty-four participants.

Eligible: Coordinators of state jail suicide prevention efforts who were designated by the state governor's office to participate in the **Jail Suicide Prevention Information Network.**

Course Number and Date:

6J1501 Aug 24-27, 1986

Jail Industries Management

Provides guidance to local correctional officials whose systems are developing and implementing short- and long-range planning strategies for jail industry programming. Covers operational issues such as franchising and cooperative

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ventures, marketing strategies, development processes, and standards and legislative needs. Emphasizes development of action plans by participants. Twenty-four participants.

Eligible: Two-person teams from local jurisdictions that are planning to begin a jail industry. Teams must consist of the jail administrator or sheriff and the industry manager or a county commissioner.

Course Number and Date:
6J1401 Aug 24-29, 1986

Prisons Series

Prison Industries Management

Provides guidance to state correctional officials whose systems are developing and implementing short- and long-range planning strategies for prison industry programming. Covers such issues as general organization, operations, and cooperative ventures. Twenty-four participants in each program.

Eligible: Employees of state departments of corrections recommended by the state corrections commissioner.

Course Numbers and Dates:
6P501 Mar 9-14, 1986
6P502 May 4-9, 1986

Prison Security

Provides training for institutional security managers in such areas as policy and procedures, professional standards, legal issues, prison gangs, and recent trends and developments in institutional security. Twenty-four participants in each program.

Eligible: Employees of state departments of corrections recommended by the state corrections commissioner.

Course Numbers and Dates:
6P101 Nov 3-8, 1985
6P102 Apr 20-25, 1986
6P103 Sep 7-12, 1986

Prison Classification

Provides training for state correctional agency personnel who are responsible for the agency's classification system. Covers the general principles of objective classification, needs assessment, implementation techniques, behavioral classification, and evaluation methods. Twenty-four participants in each program.

Eligible: Employees of state departments of corrections recommended by the state corrections commissioner.

Course Numbers and Dates:
6P701 Dec 1-6, 1985
6P702 Jun 1-6, 1986

Contracting for Prison Services

Provides training for correctional managers on contracting for services in the prison environment. Covers assessment of need and alternative methods, contracting procedures, contract development, supervision methods, and evaluating contract effectiveness. Twenty-four participants in each program.

Eligible: Employees of state departments of corrections recommended by the state corrections commissioner.

Course Numbers and Dates:
6P1401 Feb 23-28, 1986
6P1402 Jun 15-20, 1986

Community Corrections Series

Knowledge Transfer — In/Out Decisionmaking

Covers the use of objective, empirical decisionmaking tools to make in/out decisions (e.g., sentencing and parole guidelines). Reviews the impact of decisionmaking tools currently being used and develops strategies for implementing the use of objective, empirical decisionmaking instruments in participants' jurisdictions.

This seminar is part of a comprehensive technical assistance and grant program that disseminates technical knowledge developed through research and policy and program development. Participants are assisted in adapting the knowledge for implementation and use in their agencies. See the **Knowledge Transfer in Community Corrections** program (Project Number C-86-03).

Eligible: Administrative teams from community corrections agencies.

Course Numbers and Dates:
6C1401 Feb 16-21, 1986
6C1402 Mar 9-14, 1986
6C1403 Jun 22-27, 1986

Knowledge Transfer — System Automation for Managers

Brings together agency teams to address system automation issues, including personnel skills, agency information data flow, and equipment. Enhances administrators' awareness of agency information needs, availability of appropriate software packages, programming options, and hardware compatibility. Participating agencies benefit through identification of system needs, capabilities, and inadequacies, which will lead to implementation of needed solutions through agency-initiated projects.

This seminar is part of a comprehensive technical assistance and grant program that disseminates technical knowledge developed through research and policy and program development. Participants are assisted in adapting the knowledge for implementation and use in their agencies. See the **Knowledge Transfer in Community Corrections** program (Project Number C-86-03).

Eligible: Administrative teams from community corrections agencies.

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Course Numbers and Dates:
6C1501 Feb 2-7, 1986
6C1502 Mar 2-7, 1986
6C1503 Jun 8-13, 1986

Building Capacity of Community Corrections Oversight Agencies

Focuses on increasing skills in areas essential to performing the state community corrections oversight function (e.g., consulting skills and organizational development). Presents issues identified by participants in earlier seminars and strengthens the peer network of administrators through the sharing of information, ideas, concerns, and solutions.

Eligible: Administrators from state community corrections oversight agencies that are eligible for participation in the Institute's **Building Capacity of Community Corrections Oversight Agencies** program (Project Number C-86-02) will be invited. Agencies need not participate in the grant program to be included.

Course Numbers and Dates:
6C901 Nov 10-13, 1985
6C902 Apr 27-30, 1986

Managing Community Corrections Sanctions

Builds on the Institute's previous efforts in policy/program development and knowledge transfer in community corrections. Designed for community corrections administrators, covers the legal structure of their organizations, agency mission, various models of community sanctions, the relationship of organizational structure to sanctions, program integrity, and the management of change required to remove existing sanctions or adopt new ones. Emphasizes managing an array of sanctions consistent with the array of offenders assigned to community corrections agencies for supervision. Twenty-four participants in each program.

Eligible: Community corrections agency administrators.

Course Numbers and Dates:
6C1601 Jan 12-17, 1986
6C1602 Sep 14-19, 1986

Outreach Program

The Academy's Outreach Program represents a concerted effort to extend professional training to correctional personnel at all levels. The Outreach Program encompasses:

- Academy-based training of state and local trainers who return to their agencies to train agency staff.
- Co-sponsored Federal Bureau of Prisons specialty skill development programs.
- Co-sponsored Federal Bureau of Prisons training for trainers programs.
- On-site, agency-based training and assistance to state and local correctional trainers.
- A Training Network by which training resources are shared by the correctional training community.
- Development of training curriculums that can be used independently by agency staff trainers.
- The study of advanced technologies in training delivery to facilitate the transfer of correctional knowledge and skills to state and local personnel.

Training programs available through the Outreach Program follow.

Training for Trainers and Hand Off of Curriculums

Fourteen training programs selected from the Outreach Department's Training for Trainers seminars will be provided at the Academy. This series of programs is designed to enhance agencies' internal training capabilities by providing training for trainers at the Academy and equipping the trainers with complete curriculum packages (instructors' guides, lesson plans, suggested student materials, and audiovisual aids) to use in implementing the training at their home agencies. **All participants in these programs are expected to use the curriculum packages to develop and conduct training for their agency's staff.** Priority will be given to applications that express intent to implement the program(s) internally and indicate the anticipated impact of the program. The Academy will provide periodic follow-up and assistance as needed.

Participating agencies may also be called upon to share their expertise with others. The agreement of understanding on the back of the application form must be signed to indicate that the agency consents to this obligation. This statement will constitute the basis for an agreement to be negotiated between the agency and the National Institute of Corrections regarding the use of the trainer's services in other settings.

Legal Issues for Institutional Personnel

Instructs **trainers** on the use of a 24-hour legal issues curriculum developed under Institute auspices for use at the state and local levels. Covers past, current, and potential legal issues, inmate and employee rights, the impact of recent court rulings, legal and administrative remedies, and supervisory responsibilities. Twenty-four participants in each program.

Eligible: Individuals or teams responsible for, or deemed best able to provide, legal issues training to their state or local agency personnel. Special consideration given to applicants with trainer training or experience.

Course Numbers and Dates:
6S201 Jan 12-17, 1986
6S202 Aug 10-15, 1986

Public and Media Relations

Instructs **trainers** on the use of a public and media relations curriculum for agency personnel at all levels. The first part of the eight-hour training package is designed to acquaint all staff with the concepts, rationale, and their individual roles in public and media relations. More detailed training is included

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in the second module for staff actively involved in these functions, including correctional managers and public information officers. Twenty-four participants in each program.

Eligible: Individuals responsible for, or deemed best able to provide, public and media relations training for agency personnel. Special consideration given to applicants with trainer training or experience.

Course Numbers and Dates:

6S301 Oct 20-25, 1985
6S302 Apr 13-18, 1986

Correctional Supervision

Instructs **trainers** on the use of a 40-hour curriculum that is designed to enhance the knowledge, skills, and effectiveness of correctional supervisors and managers. Covers the role and function of a supervisor, staff relations, civil liability, communication, dealing effectively with employees, discipline/grievances, and stress management. Twenty-four participants in each program.

Eligible: Correctional personnel responsible for training supervisors of line personnel.

Course Numbers and Dates:

6M401 Nov 3-8, 1985
6M402 Feb 16-21, 1986
6M403 Jun 22-27, 1986

Interpersonal Communications for Institutional Personnel

Develops the skills and abilities of agency **trainers** to teach interpersonal communication skills that are applicable in all types of institutional settings. Covers skills proven to be effective in basic inmate management, maintaining security, and working with inmates and is designed for presentation at the agency level in a 3- to 5-day program. Techniques include lecture, demonstration, role play, and practice. Twenty-four participants in each program.

Eligible: State academy and state and local agency trainers or individuals responsible for, or deemed best able to provide, this type of training for their state and local agency personnel. Special consideration given to applicants with previous trainer training or experience.

Course Numbers and Dates:

6S1301 Dec 1-6, 1985
6S1302 May 18-23, 1986

Interpersonal Communications for Community-Based Personnel

Develops the skills and abilities of agency **trainers** to teach interpersonal communications to probation, parole, and other field service agency staff. Covers skills needed by all staff for effective offender supervision, problem solving/resolution, and counseling and is designed for presentation at the agency level in a five-day program. Techniques include lecture, demonstration, role play, and practice. Twenty-four participants in each program.

Eligible: Individuals responsible for, or deemed best able to provide, this type of training for their state or local agency personnel. Special consideration given to applicants with previous trainer training or experience.

Course Numbers and Dates:

6S1303 Mar 9-14, 1986
6S1304 Sep 14-19, 1986

Working with Female Offenders

Instructs **trainers** on the use of a 24-hour curriculum that was developed for use at the state and local levels. Covers current trends in working with the female offender, interpersonal relation skills, relevant legal decisions, and the special needs and concerns of the female offender. Twenty-four participants in each program.

Eligible: State academy or in-service trainers who are responsible for, or deemed best able to provide, training on the female offender to state or local agency personnel. Special consideration given to applicants with previous trainer training or classroom training experience.

Course Numbers and Dates:

6S501 Feb 2-7, 1986
6S502 Aug 24-29, 1986

Working with Hispanic Offenders

Instructs **trainers** on the use of an 8-hour basic curriculum that provides knowledge of Hispanics to line personnel at the state and local levels. Covers Hispanic culture, language problems, legal issues, and cultural resources. The material is supported by readings and a basic vocabulary guide. Twenty-four participants.

Eligible: State academy or in-service trainers who are responsible for, or deemed best able to provide, training on the Hispanic culture to state or local agency personnel. Special consideration given to applicants with previous trainer training or classroom training experience.

Course Number and Date:

6S401 Aug 10-13, 1986

Federal Bureau of Prisons Co-Sponsored Programs

The following programs are offered as a cooperative effort of the Federal Bureau of Prisons (BOP) and the National Institute of Corrections. The courses are conducted by the BOP at its training facilities, with program coordination and travel and per diem expenses provided by the Institute. The Institute will sponsor the attendance of at least 110 state and local correctional personnel at Federal Bureau of Prisons training courses.

With the exception of **Basic Locksmithing**, all programs are conducted by and for Federal Bureau of Prisons personnel. Space is reserved in each program for state and local practitioners.

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National Academy of Corrections

The Federal Bureau of Prisons co-sponsored programs fall into two primary categories: Specialty Skill Development, where the subject matter is highly specialized and applicable only to those persons with relevant job duties, and Development of Interagency Trainers, where the subject matter is of broader applicability to institutional staff and the trainee subsequently trains others in the subject.

BOP Specialty Skill Development

Basic Locksmithing

Develops the knowledge and skills needed to purchase, install, repair, and maintain the various locks and locking devices used in correctional facilities. Stresses tool and key control and sound security practices. Six participants.

Eligible: State and local prison and jail personnel who are or will soon be responsible for the maintenance of locks, key control procedures, and locking devices, but who have limited experience and training. Course contains sensitive information, which should be considered in nominating individuals for participation. Additional information on applicants may be requested by the Federal Bureau of Prisons prior to selection.

Course Numbers and Dates:
6F300 To be determined

Introduction to Correctional Supervision

Provides supervisors and managers with information and knowledge in the areas of department operation, legal issues, personnel and special-emphasis programs, budgeting, interdepartmental relationships, motivating employees, staff training, decisionmaking/problem-solving, crisis management, and stress management. Six spaces for state and local personnel.

Eligible: Newly selected state and local correctional supervisors.

Course Numbers and Dates:
6F2100 To be determined

Advanced Correctional Supervision

Builds on the experience and expertise of the senior supervisor and explores various supervisory techniques. Emphasizes security issues and supervision of line correctional officers. Six spaces for state and local personnel in each program. Enhances the basic supervisory techniques taught by state and local correctional agencies.

Eligible: Staff directly responsible for supervising security line staff. Prerequisite: Minimum of one year's experience as a correctional supervisor and 40 hours of supervisory training. Verification of training must accompany the application.

Course Numbers and Dates:
6F1100 To be determined

Investigative Supervision

Provides newly assigned institution-based correctional investigators with the basic skills and knowledge needed to conduct effective investigations. Six spaces for state and local personnel in each program.

Eligible: Supervisory staff directly responsible for conducting criminal and internal investigations within a prison. Prerequisite: Minimum of one year's experience as an investigator and three years' correctional experience. No previous training is required.

Course Numbers and Dates:
6F1600 To be determined

Introduction to Correctional Techniques

Familiarizes newly hired BOP staff with their responsibilities and the overall operations of correctional institutions. Covers custody, security and control, legal issues, firearms, self-defense, disturbance control, interpersonal communications, CPR training, and inmate discipline. Two spaces for state and local personnel in each program; participants acquire techniques and a curriculum that can be adapted for use in their agencies.

Eligible: State and local personnel who are directly responsible for training and orienting new employees, at either the academy or institution level, and who have the authority to make training program adjustments as a result of this training. Applicants must be able to participate in all aspects of the three-week program.

Course Numbers and Dates:
6F900 To be determined (Glynco, GA)

Course will be offered approximately twice each month throughout the year. When applying, specify preferred month (October-September) and whether you wish to be considered for a program early or late in that month.

Hostage Negotiation

Examines the important factors that operate in correctional hostage incidents and the interventions available. Emphasizes an integration of negotiation and tactical alternatives, specialized techniques, and hostage survival. Reviews past hostage incidents within the BOP. Six spaces for state and local personnel in each program; all participants must subsequently implement a hostage negotiation plan at their facility.

Eligible: Individuals designated as the primary hostage negotiator for their facility. Institutions may not want to select individuals for this role who are part of the custodial staff and who may be needed for other duties during a hostage situation.

All applications must be accompanied by (1) the agency's certification that the applicant is the facility's primary hostage negotiator, and (2) a summary of the applicant's previous hostage negotiation training, if any. Previous training is *not* a prerequisite.

Course Numbers and Dates:
6F1200 To be determined

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Food Service Management

Develops the knowledge and skills of correctional food service managers, with emphasis on the integral part food service plays in the management of a facility. Covers menu development, nutritional requirements, cost accounting and budgeting, communications, supervision of staff and inmates, and time management. One space for state or local personnel.

Eligible: Institutional food service managers and supervisors. Prerequisite: Minimum of five years' correctional experience; minimum of one year in present position.

Course Numbers and Dates:
6F500 To be determined

BOP Development of Interagency Trainers

This series of programs is designed to develop an agency's internal training capabilities and provide a pool of qualified instructors for use in future interagency programs. In addition to training their own agency's staff, applicants must be willing to provide training at other agencies and must obtain consent from their home agency to be released on official time for this purpose for a maximum of two weeks during a minimum period of one year.

The agreement of understanding on the back of the application form must be signed to indicate that the agency consents to this obligation. This statement will constitute the basis for an agreement to be negotiated between the agency and the National Institute of Corrections regarding the use of the trainer's services in other settings.

Self-Defense

Provides staff trainers with the fundamental techniques needed to teach basic self-defense and control procedures. Techniques taught are easily acquired and retained. Demonstrated as effective in control situations, the techniques are not highly dependent for their effectiveness on an individual's physical size or condition. Includes lecture, demonstration, and practice of techniques. Six spaces for state and local personnel.

Eligible: Two-person teams of state or local correctional agency staff directly responsible for self-defense training. Prerequisite: Minimum of five years' correctional experience and good physical condition. No previous self-defense training required.

Course Numbers and Dates:
6F100 To be determined

Disturbance Control

Covers the basic skills and techniques used to train institutional line staff in disturbance control methods. Covers riot formations, baton use, and chemical agents. Includes lecture, practical exercises, and a teaching practicum. Four spaces for state and local personnel.

Eligible: State academy and institutional staff trainers directly responsible for training line staff in disturbance control techniques. Prerequisite: Less than one year of training experience; minimum of five years' experience on corrections disturbance control teams; good physical condition.

Course Numbers and Dates:
6F200 To be determined

Agency-Based Training and Assistance

In fiscal year 1986, the National Academy of Corrections will provide agency-based programs and/or assistance to supplement Academy-based and Federal Bureau of Prisons training programs. These services are available in any of the Outreach or BOP programs described in this document. Cost-effective assistance is available upon request through the sharing of federal, state, and local resources and trainers.

Interested agencies should contact the Academy's Outreach Department to apply for this training. Letters of formal application should include, at a minimum: the course number and title of the program desired, a statement of need, a statement of impact (number and type of participants that the agency wishes to reach), the facilities available to accommodate the training event, and the preferred training dates (a minimum of 60 days lead time is required). Preference will be given to agencies that exhibit the greatest potential for extending the impact of the training to other state and local personnel. Multiple state and/or local agencies applying for joint training will be given special consideration.

All expenses except those of the trainer and training materials are the responsibility of the requesting agency. Letters of application should be from the agency's chief executive officer and should acknowledge understanding of these financial arrangements.

Outreach Training Network

The Academy's Outreach Department has developed a national Outreach Training Network to serve as a coordination point for the collection and dissemination of curriculums developed by the Academy and by state and local agencies. The network was created to facilitate the exchange of materials among agencies and to avoid the necessity for an individual agency to develop original training in a specific subject area when training developed by another agency could be easily adapted for use.

Academy-developed training materials are available for loan for up to 30 days on the subjects of **Public and Media Relations, Working with Hispanic Offenders, Interpersonal Communication in the Correctional Setting, Interpersonal Communication in Probation and Parole, Correctional Supervision, Legal Issues for Institutional Personnel,** and **Working with Female Offenders.** These curriculums are complete packages, consisting of a participant's manual, an instructor's manual, and audiovisual aids as appropriate. The materials can be duplicated by the state or local agency in appropriate quantity for its training purposes.

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Additional curriculums developed by the Institute and available for loan include those on the subjects of **Fire Safety in Correctional Facilities, Fire Safety in Community Residential Centers, Health Education for Jailers, Volunteer and Contract Employees,** and **Developing and Managing Part-Time Trainers.** These curriculums are not complete packages, but most consist of a leader's guide and a participant's manual.

Other curriculums on the subjects of **Staff Orientation in Prison Food Services, Institutional Safety** (both audiovisuals with a leader's guide), and **Basic Firearms** (audiovisual program only) are available on loan from the NIC Information Center and can be purchased through the National Audiovisual Center in Washington, D.C.

State and local correctional agencies are encouraged to submit complete curriculum packages they have developed for distribution through the training network library. For more information about the Outreach Training Network, contact the network coordinator at the NIC Information Center, 1790 30th Street, Suite 130, Boulder, Colorado 80301.

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National Academy of Corrections
Application

Mail Completed Application to:
National Institute of Corrections
National Academy of Corrections
1790 30th Street, Suite 430
Boulder, CO 80301
Telephone (303) 497-6060

Office Use	
A	Q
W/L	M
R	N
Agency Type	
Job Code	

PLEASE TYPE OR PRINT IN INK
ALL ITEMS MUST BE COMPLETED
ANY APPLICATION RECEIVED INCOMPLETE WILL BE RETURNED

Date of application _____

1. Name _____ Social Security Number _____
2. Title _____
3. Agency _____
4. Street Address _____
5. City _____ County _____ State _____
6. Zip Code _____ Telephone (____) _____
7. Number of employees in agency _____ 8. Number of employees supervised _____
9. Number of years in corrections _____ 10. Number of years in current job _____
11. Number of staff affected by your area of responsibility _____
12. Briefly describe your present position: _____

13. Date of birth ____ / ____ / ____ 14. Optional: Gender ____ M ____ F
15. Education _____ (years) 16. Optional: Race _____ Alaskan Native _____ Black _____ Asian _____ Hispanic _____ Amer. Indian _____ White

It is the policy of the National Institute of Corrections to ensure that women and minorities are fairly represented in training programs conducted or funded by the Institute.

17. If accepted, would travel by: Air _____ Rail _____ Bus _____ Auto _____ Other _____
Point of Departure (City) _____

PLEASE INDICATE SPECIFIC SEMINAR TITLE, NUMBER, AND DATE.

18. Seminar Title: _____
19. Seminar Number: _____ Seminar Date: _____
20. How would your attendance at this seminar benefit your agency? _____
21. Have you had training in this area before? Yes _____ No _____
22. If so, briefly describe: _____
23. List previous NIC seminars attended:

Course Number	Title	Dates

24. Complete all applicable items on the reverse and sign application.

APPLICATIONS MUST BE RECEIVED 60 DAYS IN ADVANCE OF THE SEMINAR REQUESTED

(over)

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To the Applicant: If you are applying for one of the Outreach Department's trainers' courses (course numbers 6S201, 6S202, 6S301, 6S302, 6M401, 6M402, 6M403, 6S1301, 6S1302, 6S1303, 6S1304, 6S501, 6S502, 6S401, 6F100, and 6F200), your Chief Executive Officer must sign the Agreement of Understanding/Endorsement marked "A" below. If you are applying for a course that is not among these numbers, your Chief Executive Officer must, instead, sign the nomination/endorsement form marked "B" below.

_____

Signature of Applicant

A. AGREEMENT OF UNDERSTANDING/ENDORSEMENT BY CHIEF EXECUTIVE OFFICER OR ADMINISTRATOR

I understand that applicants selected for the requested seminar are expected to train staff at their agencies after completing this program. I also understand that — if requested — I will be expected to release the applicant on official time to provide this training at other agencies. This released time will not exceed a maximum of two weeks during a minimum period of one year.

I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization. The information on the opposite page is accurate and complete. This application ranks number _____ in priority with other applications I have submitted for this seminar.

_____ _____

Signature of Nominator Title of Nominator

_____ _____

(Type or Print Name) Telephone (include area code)

B. NOMINATION/ENDORSEMENT BY CHIEF EXECUTIVE OFFICER OR ADMINISTRATOR

I recommend _____ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization. The information on the opposite page is accurate and complete. This application ranks number _____ in priority with other applications I have submitted for this seminar.

_____ _____

Signature of Nominator Title of Nominator

_____ _____

(Type or Print Name) Telephone (include area code)

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National Academy of Corrections
Training Schedule for Fiscal Year 1986

Seminar Title		1985			1986									
		October	November	December	January	February	March	April	May	June	July	August	September	October
Management Series	Correctional Management	Sep 29-Oct 11 Oct 20-Nov 1	Nov 3-15	Dec 8-20	Jan 5-17	Feb 2-14 Feb 23-Mar 7	Mar 9-21	Apr 6-18	Apr 20-May 2 May 4-16	Jun 8-20	Jul 6-18	Aug 17-29	Sep 7-19	
	Advanced Management Managing the Organization				Jan 19-31		Mar 16-28						Sep 21-Oct 3	
	Influencing the External Environment					Feb 23-Mar 7			May 4-16					
	Legal Services in Corrections	To be determined												
	Executive Seminars Technology for the Future			Dec 8-11										
	Resource Management for the Future				Jan 5-8									
	Influencing the External Environment					Feb 9-12								
	Future Changing Labor Force					Feb 16-19								
	Management of Change								May 18-21					
	Futures for Chief Executive Officers										Jul 13-16			
	Leadership for Chief Executive Officers											Aug 10-13		
	Executive Work Group	To be determined												
Trainers Series	Training for Staff Trainers			Dec 8-13		Feb 9-14		Apr 20-25			Jul 27-Aug 1			
	Training Design and Development				Jan 12-17				May 4-9			Aug 10-15		
	Training Administration and Management					Feb 16-21								
	Legal Issues for Institutional Personnel				Jan 12-17							Aug 10-15		
	Public and Media Relations	Oct 20-25						Apr 13-18						
	Correctional Supervision		Nov 3-8			Feb 16-21				Jun 22-27				
	Interpersonal Communications for Institutional Personnel			Dec 1-6					May 18-23					
	Interpersonal Communications for Community Based Personnel						Mar 9-14						Sep 14-19	
	Working with Female Offenders					Feb 2-7						Aug 24-29		
	Working with Hispanic Offenders											Aug 10-13		
Emerging-Issue Series	Corrections: A Total Systems Perspective			Dec 15-20					May 11-16					
	Prison Crowding			Dec 15-20	Date for a second program to be determined									
	Human Resource Management				Jan 26-31					Jun 1-6			Sep 21-26	
Jails Series	"New Generation" Direct-Supervision Jails		Nov 11-15			Feb 17-21			May 19-23		Jul 21-25			
	Jail Architectural Plan Review					Feb 2-7				Jun 22-27				
	Planning of New Institutions		Nov 3-8		Jan 5-10		Mar 9-14		May 11-16		Jul 13-18		Sep 21-26	
	How to Open a New Jail	Sep 29-Oct 4												
	Jail Crowding											Aug 17-22		
	Jail Classification			Dec 8-13										
	Mental Health in Jails						Mar 2-7							
	Jail Suicide Prevention											Aug 24-27		
	Jail Industries Management											Aug 24-29		
Prisons Series	Prison Industries Management						Mar 9-14		May 4-9					
	Prison Security		Nov 3-8					Apr 20-25					Sep 7-12	
	Prison Classification			Dec 1-6						Jun 1-6				
	Contracting for Prison Services					Feb 23-28				Jun 15-20				
Community Corrections Series	In Out Decisionmaking					Feb 16-21	Mar 9-14			Jun 22-27				
	System Automation for Managers					Feb 2-7	Mar 2-7			Jun 8-13				
	Building Capacity of Community Corrections Oversight Agencies		Nov 10-13					Apr 27-30						
	Managing Community Corrections Sanctions				Jan 12-17								Sep 14-19	
BOP Co-Sponsored Programs	BOP Specialty Skill Development Basic Locksmithing	To be determined												
	Introduction to Correctional Supervision	To be determined												
	Advanced Correctional Supervision	To be determined												
	Investigative Supervision	To be determined												
	Introduction to Correctional Techniques	Program will be held twice each month												
	Hostage Negotiation	To be determined												
	Food Service Management	To be determined												
	BOP Development of Interagency Trainers Self-Defense	To be determined												
	Disturbance Control	To be determined												

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